



INDEPTH Network

Better Health Information for Better Health Policy

Resource & Training Centre

ADMINISTRATIVE MANUAL

For Internationally-Recruited Staff

Reviewed and Agreed to by Staff

On 13th April 2017

Endorsed by the INDEPTH Board

On 17th May 2017

To be effective from

1st January 2018

1) ADMINISTRATION OF PERSONNEL

1.1 General Policy

- a) This Administrative Manual contains the policies and procedures for administration of personnel of INDEPTH-Network (hereinafter referred to as "INDEPTH") and are designed:
 - i) to be in line with INDEPTH's general policies on human resources;
 - ii) to meet the requirements of the laws of the Republic of Ghana and the laws of the country in which an employee in a satellite office is resident;
 - iii) to meet international employment standards, in keeping with INDEPTH's registration as an International Non-Governmental Organisation.
- b) This manual applies to all internationally recruited employees of INDEPTH and constitutes the terms and conditions of their employment at INDEPTH.
- c) The implementation of the policies contained in the manual is geared towards:
 - i) attracting and retaining competent employees with the talent, integrity, experience and dedication required to fulfill INDEPTH's objectives;
 - ii) rewarding all employees fairly, with due regard to their level of performance and contribution to achieving INDEPTH's objectives; and
 - iii) creating a working environment conducive to employee fulfillment and personal development.

1.2. Application and Interpretation

- a) This manual shall be interpreted and applied in accordance with the laws of the Republic of Ghana or the laws of the country in which an employee is employed.
- b) This manual may be amended from time to time to take into account changes in the primary objectives mentioned in 1.1 above.
- c) This manual applies to all Internationally Recruited Employee of INDEPTH.

2. RECRUITMENT, APPOINTMENT AND TERMINATION

2.1 Definitions:

- a) The term Employee of the INDEPTH shall denote a person rendering services to INDEPTH for a period exceeding three continuous months under the following arrangements:
 - i) He/she enters into a contractual agreement with INDEPTH as worker for a specified period;
 - ii) He/she works on INDEPTH premises and is supervised by the Executive Director and/or a Project Manager or Section Manager as the case may be;
 - iii) His/her remuneration is in the form of a regular salary or wages.
- b) An independent consultant is a person who is employed by INDEPTH to render a specific service and paid only the entitlements stipulated in his/her contract of employment. For the avoidance of doubt, this manual does not apply to an independent consultant.
- c) A temporary employee is an employee who is appointed to render services to INDEPTH for a period not exceeding six continuous months under the arrangements in (i) to (iii)

- d) The remuneration of a temporary employee shall be paid subject to all statutory deductions and all deductions shall be handled in accordance with relevant laws and legislations.
- e) An Internationally recruited employee is an employee appointed to a position that requires selection from worldwide competition. An internationally recruited employee would in appropriate cases as stipulated in this manual be entitled to allowances and benefits that would not be available to other employees.
- f) An authorised dependant includes a spouse and unmarried biological and stepchildren who are not older than 21 years of age. At the inception of employment an employee will be asked to provide documentation in proof of dependants. The documentation shall be marriage and birth certificates and certificate of adoption.
- g) The total number of dependants that a Regular Staff can register shall be five, that is, one spouse and four children.
- h) The Recognised Home Country of an internally recruited employee shall be the country of whose passport he/she bears and which is stated as such in the letter of employment.

2.2 Recruitment (see also INDEPTH-Network Recruitment Policy)

- a) A position falling vacant shall be advertised either internally within INDEPTH or externally or both. All recruitment shall be by way of application to the Administrative Manager or the appropriate employee indicated in the job advert.
- b) Where the advertisement for the vacancy is made only internally, applications from qualified internationally recruited employees within the INDEPTH Secretariat shall be given priority consideration.
- c) In consultation with the Executive Director, all applications compiled by the Administrative Manager and Administrative Secretary or any other employee delegated by the Executive Director and short-listed for interviews, shall contain:
 - (i) detailed curriculum vitae;
 - (ii) certified true- or notarised copies of certificates, or attestations of academic and professional qualifications;
 - (iii) references from previous employers and teachers, and any further information may be requested by INDEPTH. In exceptional circumstances, references may be obtained by telephone. Where references are initially received by the telephone, the recipient shall request the referee to confirm the reference in writing.
- h) INDEPTH may, as a condition of employment and at its expense, designate a qualified medical practitioner to do a standard examination of a candidate and certify whether the candidate is medically fit for employment. The cost of the medical examination shall be borne by INDEPTH.
- i) INDEPTH is an equal opportunity employer. There shall be no discrimination with respect to gender, sexual orientation, religious beliefs, etc.
- j) In the event of restructuring of the Secretariat endorsed by the Board, current employees may be assigned new roles and job positions/descriptions without the positions necessarily being advertised. The process shall be discussed within Management and submitted to the Board for endorsement.

2.3 Appointment and Probation

- a) All appointments shall be by way of letters of appointment.
- b) letters of appointment shall indicate:

- i) the nature and duration of appointment;
 - ii) the category and classification of the relevant post as well as the commencement salary;
 - iii) any other applicable conditions.
- c) All employees shall be furnished with a copy of this manual which contains the full details of their terms and conditions of service on their assumption of duty. An employee shall be deemed to have accepted the appointment when, after receipt of the letter of appointment, the employee confirms in writing that he/she has read, understood and accepted the terms of appointment; and by signing the letter of appointment. The employee will however resume work only when he/she has been certified to have passed the medical examination.
- d) Each appointment shall have a probationary period of not less than six (6) months and not exceeding twelve (12) months. The probationary period for each position shall be stated in the letter of appointment.
- e) Unless expressly indicated otherwise, the commencement of an appointment shall be the day on which an employee first reports for duty in the relevant post. The employee's probationary period in that post shall begin on that date.
- f) If an employee is appointed immediately following a period of service as a temporary employee, the period of temporary service shall count as part of the probationary period.
- g) The employment of an employee on probation may be terminated without notice.
- h) An employee on probation may also terminate his/her employment without notice.
- i) An employee on probation whose employment is terminated in the course of the probation shall be paid for the number of days he/she worked.

g) Relocation Allowance

- a) A relocation allowance is the payment made when an employee changes duty station, including first appointment. It is designed to cover the costs of shifting household goods and personal effects as follows:
 - i) an unaccountable lump-sum amount of US\$3000 is paid for the employee; and
 - ii) an unaccountable lump-sum of US\$2000 for dependants of the employee.
- b) An employee who breaks his/her first contract will not be eligible for relocation allowance out of his/her duty station on separation from INDEPTH and may be required to reimburse INDEPTH with the relocation allowance paid to him/her.
- c) An employee who breaks subsequent contract will not be entitled to relocation allowance out of his/her duty station.
- d) A relocation allowance out of station to the country of residence is granted to an employee who completes the period of his/her service to INDEPTH.
- e) A relocation allowance out of station will cover shipping of personal effects to the employee's original home country. The allowance shall cover the cost of shipping the personal effects of the employee and his/her family up to a 20-foot container capacity.

- f) The employee shall first seek the confirmation in a written application to the Executive Director of his/her eligibility for a relocation allowance out of station.
- g) Where the Executive Director confirms that the employee is eligible for a relocation allowance out of station INDEPTH shall pay the appropriate allowance.
- h) INDEPTH shall not be obliged to pay a relocation allowance out of station where an employee does not first seek his/her eligibility.

2.4 Confirmation of Appointment

- a) The Executive Director shall confirm the appointment of an employee in writing within 5 working days of the expiration of the successful completion of the period of probation.
- b) The appointment of an employee on probation shall be deemed to be confirmed after 5 working days after the expiration of the probation if the employee does not receive a letter terminating his/her employment.

2.5 Conduct of INDEPTH Staff (See also other INDEPTH policies)

- a) All employees shall comply with the labour laws and regulations of the Republic of Ghana.
- b) An employee not resident in Ghana shall comply with the relevant laws and regulations of the country in which he/she is employed.
- c) All employees shall exercise utmost discretion with respect to all matters relating to official business, and, unless authorised by the Executive Director or an official duly authorised by him/her, they shall not communicate to any person, agency or organisation any confidential information about the legitimate work of INDEPTH known to them by virtue of their employment.
- d) All employees shall be duty bound to work honestly and conscientiously for INDEPTH. To this end, all conflicts of interest shall be avoided. Specifically, employees:
 - i. shall not, at any time, use to their personal advantage information acquired by virtue of employment by INDEPTH, if such use is likely to be in, or lead to, conflict with INDEPTH's interests;
 - ii. shall not accept, or agree to accept, any monies, rewards or gifts from any person, agency or organisation which has, or could reasonably be expected to have a business or professional relationship with INDEPTH without the prior approval of the Executive Director, or in the case of the Executive Director without the prior approval of the Board. However, this requirement shall not be interpreted to include casual benefits such as hospitality. (Refer to the INDEPTH Conflict of Interest Policy)
- e) All employees shall refrain from using the INDEPTH's assets and services for private purposes or other purposes unrelated to the business of INDEPTH, unless expressly authorised by the Executive Director or an official, duly authorised by him/her.

2.6. Termination of Appointment

- a) The appointment of an employee shall terminate at the expiration of the period stipulated in the contract of employment unless it is renewed.
- b) An appointment shall be terminated by either party giving a written notice for the period specified in the contract of employment.
- c) Where INDEPTH decides to terminate the contract of an employee, INDEPTH shall give an internationally recruited employee ninety (90) days' notice or pay the employee salary for ninety (90) days in lieu of such notice.
- d) However, the recipient party of the notice may waive the requirement of such notice.
- e) An employee's appointment may be terminated with notice or payment in lieu of notice where the employee's performance is determined to be unsatisfactory in accordance with INDEPTH's procedures for appraising performance. An employee whose work is unsatisfactory after an appraisal, shall be warned in writing in accordance with the following procedure:
 - i) The employee shall be given a first written warning, which shall be entered in the employee's personnel file.
 - ii) He/she shall be informed in writing why his/her performance is unsatisfactory.
 - iii) The employee shall also be informed in writing what to do to improve on his/her performance.
 - iv) The employee shall acknowledge receipt of the pieces of information in writing.
 - v) Where an employee's performance is adjudged unsatisfactory a second appraisal will be done at the expiration of 6 months after the appraisal in issue.
 - vi) If the employee's performance is still unsatisfactory, he/she shall be given a second warning.
 - vii) If, after the second warning, the employee's work remains unsatisfactory, he/she shall be liable to termination with notice.
- f) The Executive Director, on the advice of a disciplinary committee (see composition below), may terminate, without notice, the employment of an employee for any gross misconduct (see other INDEPTH policies), such as theft/stealing, drunkenness on duty, insulting behaviour towards superiors and colleagues etc. (the list is not exhaustive) which renders the employee, unfit for employment in INDEPTH.
- g) The Disciplinary Committee shall compose of the following:
 - The Chair of the Administration Sub-Committee of the Board
 - The Administrative Manager
 - A representative of the managerial class
 - A representative of the non-managerial class
 - Solicitor of the INDEPTH

Procedure:

- The hearing of the Disciplinary Committee shall be done in accordance with the rules natural justice and fair hearing.
- The employee subject to disciplinary hearing shall be present throughout the hearing and shall be entitled to hear and respond to all accusations leveled against him/her by his accusers.
- He/she also be entitled to cross examine all persons who testify against him/her.
- The employee subject to disciplinary hearing shall not be present when the Disciplinary Committee meets to consider its decision.

- All transactions of the Disciplinary Committee including disciplinary hearings shall be recorded verbatim.
- h) An employee shall be given a certificate of service upon termination of his/her appointment, unless the appointment was for a period of less than four (4) consecutive weeks or where the employee does not require the certificate of service.
- i) Where the employment of an employee ceases by termination, dismissal, voluntary resignation, retirement or death, the employee or his/her beneficiaries shall be paid the accumulated contribution that the employee and INDEPTH made to the INDEPTH Staff Pension fund.
- j) These payments shall be authorized the Executive Director and Head of Finance within 30 days of the end of the employment of the employee.
- k) However, the authorisation of payment shall only be made on condition that the employee has discharged all obligations to INDEPTH.
- l) An employee's whose employment has been terminated as a result of any of the above, shall not communicate to any person, agency or organisation any confidential information known to them by virtue of their previous employment with the INDEPTH.

3. SUSPENSION

- i) Where an employee has acted in a manner, which can cause or has caused serious harm to the work of INDEPTH, or has acted illegally, INDEPTH may, in addition to exercising its legal rights, suspend the employee without pay for up to one (1) month.
- ii) An employee shall be suspended only after the case against him has been heard by the Disciplinary Committee and the Disciplinary Committee has recommended that suspension is warranted under the circumstance.
- iii) The suspended employee shall return to work at the expiration of the period of suspension and shall continue to work under his/her terms and conditions employment in period before the suspension.
- iv) A record of the suspension and the events leading to the suspension shall be kept on the personal file of the employee.
- v) An employee aggrieved at his/her suspension is entitled to appeal to the Board which shall review the matter as it deems fit. The decision of the Board shall be final.

4. RETIREMENT

- i) All employees shall mandatorily retire at 60 years.
- ii) In exceptional circumstances the Board of Trustees of INDEPTH may authorize the employment of an employment on contract beyond age 60.
- iii) Where the Board of Trustees authorizes the employment of an employee on contract beyond 60 years, the Board of Trustees shall specify the period plus the terms and conditions under which the employee will work.

5. BEREAVEMENT Refer to the INDEPTH policy on bereavement.

6. DISABILITY

- i) Where possible INDEPTH shall offer employment to persons with disability.
- ii) The employment of a person with disability shall be governed by the provisions of this manual and the conditions prescribed by the Labour Act of Ghana.
- iii) Where a person with disability is employed in a satellite office outside Ghana, these conditions and the relevant laws of the country of employment shall apply to the employment.

7. PERFORMANCE REVIEW

- a) INDEPTH staff will be subject to bi-annual appraisals by their line managers. The objectives of the performance appraisal are:
 - i) To provide a regular formal meeting between supervisor and employees to review, discuss and register a summary of the employee's performance during the period in line with the expectations stated in the job description;
 - ii) To provide the opportunity for an employee to communicate career aspirations and needs to the supervisor, where applicable, training and development requirements;
 - iii) To provide INDEPTH's management with an overall view of the quality of existing personnel as a basis for preparing short and long-term human resources and training plans, and for identifying strong and weak performers;
 - iv) To serve as an objective and fair instrument for rewarding employees according to merit.
- b) There shall be, for the purpose of standardising the Performance Review, a Performance Appraisal Form. This shall be completed by both the employee and his/her immediate supervisor. (See appendix). Employees will be appraised on the following points:
 - job knowledge,
 - technical skills,
 - quality of work,
 - work volume, initiative,
 - dependability,
 - adaptability and cooperation.
- c) The result of the appraisal shall be communicated to each employee individually.
- d) An employee who disagrees with the performance review may raise the point of disagreement in writing to the Management Committee which shall decide the merit of disagreement.
- e) The decision of the Management Committee shall be final.
- f) The appraisals of senior staff shall be made available to the Board on demand by the Board.

8. MANAGEMENT OF EMPLOYEES

8.1 Hours of Work

All employees shall work for 40 hours a week from Monday to Friday. In exceptional circumstances, an employee may be requested to work on Saturday and Sunday as part of the normal working week:

- a) The official working hours shall be from 0800 hours to 1700 hours, with a one-hour lunch break, which may be taken any time between 1200 and 1400 hours, as mutually convenient for the employee and his/her supervisor.
- b) All employees shall work during the core hours of 0800 to 1700 hours except during the allowed lunch break. If an employee's presence during certain hours is required for the efficient operation of his/her office, the employee's supervisor may also set some or all of the employee's non-core hours, so that the employee must be at work also during the additional hours thus set.
- c) It shall be the responsibility of the employee who is unable, for any unforeseen reason, to report for duty, to notify the supervisor and the Administrative Manager as soon as it is evident that he/she will not be able to report to work. .
- d) Professional Staff: With the approval of a supervisor an employment may be granted the privilege of adjusting their working hours. Such approved flexi-hours will be communicated by the immediate supervisor to all INDEPTH employees dependent on, or impacted by, the employee's work. To facilitate employee interaction, however, it is expected that employees will be available during a core period of 1000 hours to 1600 hours. It is also recognised that scientific research and other similar activities cannot be conducted according to a rigid schedule.
- e) All employees are expected to devote their time and energy necessary to fulfill the requirements of their appointment. Although this may require work outside of normal hours, INDEPTH does not expect that Staff will routinely work outside normal working hours. Professional staff, whether internationally or nationally-recruited, will not be paid overtime for work outside normal hours. However, at the discretion of the immediate supervisor, time off may be granted in lieu, in cases when prolonged work outside of normal hours is required.

8.2 Official Holidays

- a) INDEPTH shall observe the official holidays of the Republic of Ghana which will be posted by the Administrative Manager at the beginning of each year.
- b) Employees who work in INDEPTH satellite offices outside Ghana shall observe the official holidays of the country in which they work.

8.3 Per Diem Rates

- a) The current WHO rate of per diem rate will be applied to employees.
- b) The rates are reviewed every year by WHO and the Director of Finance in consultation with the Executive Director will advertise the current rate to all employees at the beginning of the financial year.
- c) Payment of per diem is applicable only for approved official trips.
- d) Per diem will not be paid to an employee taking part in training and workshops.
- e) INDEPTH will secure suitable reasonable accommodation for an employee on training programmes.
- f) An employee attending an INDEPTH workshop will be covered by workshop conditions.

8.4 Personnel Records

- a) The Administrative Manager shall maintain confidential records on all employees, which shall contain the following particulars on each employee:
 - i) all documents produced in the course of recruitment;
 - ii) contracts and/or letters of appointment;
 - iii) performance appraisals, completed in accordance with the requirements as specified from time to time by the Management; and
 - iv) all other records, documents and correspondence relating to the employee.
- b) On need-to-know basis INDEPTH shall grant an authorised government official access to the record of an employee provided that access to an employee's medical record shall not be granted except with the consent of the employee concerned, or as otherwise required by law of the Republic of Ghana or of the country in which the employee is employed.

8.5 Dress Code

- a) The preferred mode of dressing to work shall be formal: African or Western.
- b) A smart casual dress may be worn on Friday.

8.6 Management Committee

- a) The Executive Director shall constitute and Chair a Management Committee to assist with the general management of employees and general issues related to the running of the Secretariat.
- b) The Management Committee shall meet once every month.
- c) The exact day for such meetings shall be communicated to all employees so as to afford them the opportunity to bring up to the committee any issues relating to their welfare.
- d) Employees must submit their issues in writing to the Chair of the Management Committee at least a week before the meeting of the committee.
- e) The Management Committee shall comprise the Executive Director and Heads of Sections.

9. LEAVE

9.1 Annual Leave

- i. An employee shall be entitled to twenty-five (25) working days leave per every year completed in employment.
- ii. Earned leave shall be deferred only with the written authorization of the Executive Director and the deferment shall be done before the 31st day of December in the year in which the leave is earned provided that this limitation shall not apply to leave accumulated by way of compensation for overtime.
- iii. Where earned leave is deferred with the written authorization of the Executive Director, the leave may be carried over to the following year but shall be taken between January 15 and February 28.
- iv. Annual leave shall be requested in writing, on a prescribed form, and taken only when authorised and after consultation between the employee, his/her supervisor and the Administrative Manager as to its duration and timing.
- v. On January 15 each year, every employee shall indicate, on a prescribed form, his/her leave plans.
- vi. On termination of employment, an employee shall be compensated for leave not taken.

9.2. Maternity Leave

- a) A female employee shall be entitled to twelve weeks of maternity leave, with full pay and allowances.
- b) The leave may be taken before or after the expected date of confinement, provided the employee has worked for not less than one year in a full time position with INDEPTH
- c) Maternity leave may be combined with annual leave, provided it is duly authorised by the Executive Director.
- d) At least 15 weeks before the expected date of confinement, a female employee applying for maternity leave shall submit the attending physician's certificate stating the expected date of confinement.
- e) Maternity Leave shall not be combined with sick leave unless it is specifically approved by the Executive Director on medical grounds.
- f) A female employee shall be entitled to the rights stipulated under the Labour Act of the Republic of Ghana, Act. 2003, Act 651 or the relevant laws and legislations of the country in which she is employed.

9.3 Special Leave

- a) An employee may be granted special leave for up to a maximum of five (5) days per year, with pay, at the discretion of the Executive Director, because of a death in his/her immediate family.
- b) The term immediate family shall comprise spouse, employee's own children, siblings and parents.

9.4 Sick Leave

- a) INDEPTH shall allow an employee a maximum of 18 days sick leave in a year.
- b) It shall be the responsibility of an employee to notify the office immediately of any illness preventing him/her from reporting for duty. Under such circumstances, the employee must keep the office informed of his/her progress towards recovery.
- c) Illness in excess of two consecutive days must be supported by a medical certificate from a medical practitioner from a designated institution
- d) On resumption of duty the employee shall be required to fill in a prescribed form, and obtain approval for the number of days he/she was on sick leave.

9.5 Leave without pay.

- i. An employee may be granted leave without pay for up to a maximum of 3 months where the employee has worked in a full time position for not less than three years
- ii. Leave without pay shall be requested by the employee and recommended by the Administrative Manager and must be approved by the Executive Director
- iii. Leave without pay shall in general be approved only where the interest of INDEPTH shall not be affected by the leave or only in a case of a family emergency;
- iv. Leave without pay shall not normally be combined with any other leave, and no other leave shall accrue or be credited during the period of leave without pay. However, in exceptional circumstances, the Executive Director may consider an application from an employee to combine annual leave with leave without pay.
- v. An employee who is granted leave without pay and who resumes his/her

employment at the expiration of such leave shall be reinstated to the position occupied by him/her at the time when the leave without pay commenced, or in a comparable position without diminution in salary and benefits.

- vi. An employee on leave without pay shall meet all monthly payments towards all benefits including medical insurance, group insurance, Pension Fund, etc.,) during the period of leave without pay.

9.6 HOME LEAVE

- a. An internationally recruited non-Ghanaian employee holding a contract of three years or more shall be entitled to a home leave travel once every two years.
- b. An internationally recruited non-Ghanaian employee who has completed a minimum of eighteen (18) months' service since joining the Network, or one year since returning from a prior home leave, is entitled to home leave travel for self and each authorised dependant in residence with him/her at the duty station, provided that upon return he/she has at least six additional months of service on his/her appointment.
- c. Where the spouse of an employee is also employed by INDEPTH, home leave will be given to only one spouse.
- d. The home leave travel entitlement shall be a round trip economy air ticket between the employee's duty station and home base by the most direct routing, plus reimbursement for related ground transportation and 10kgs of excess baggage for each authorised traveler. The excess baggage allowance can be used to cover unaccompanied baggage, provided the total cost of the excess baggage allowance is not exceeded.
- e. Upon request, the Executive Director will authorise home leave travel to the established home of an employee's spouse or partner for every second home leave trip.
- f. An employee may opt to make his/her own travel arrangements for home leave. Where an employee makes his/her own travel arrangements INDEPTH shall make a lump sum payment equivalent to the economy class airfare of the employee.
- g. INDEPTH shall cover the cost of a return economy class ticket to Ghana every two years for children of an employee in full-time studies overseas. Employees must show proof of full-time attendance in a recognized institution overseas. This consideration is necessary since such employees do not normally have other benefits for children who are in full-time studies overseas.

10. EDUCATION

Please refer to the consolidated salary and benefits package which includes salary and all benefits agreed with all employees.

11. EMPLOYEE TRAINING AND DEVELOPMENT

- a) An employee may be sponsored under Employee training and development programme provided he/she has worked for at least two years in a full time position with INDEPTH.
- b) INDEPTH shall finance employee development programmes geared towards promoting the self-improvement of employees and improving the quality of employees.
- c) INDEPTH shall, in pursuit of this objective, identify and support employees to pursue training and development initiatives that will:

- i. contribute to the improvement of individual performance;
 - ii. prepare the employees for more demanding assignments;
 - iii. assist an employee to cope with technological and organisational change.
- d) An employee who has benefited from INDEPTH-funded training shall be obliged to work for INDEPTH for 2 times the number of years spent in the training after completion of his/her training, otherwise the employee shall be obliged to refund to INDEPTH pro rata the cost incurred by INDEPTH on his/her training.
 - e) An employee requesting assistance under this section shall prepare a training or development programme and discuss it with his/her supervisor.
 - f) INDEPTH shall finance the employee's approved programme of training and development, for costs such as, but not limited to:
 - i. Course costs of recognized professional degrees;
 - ii. Costs of approved, short-term, job-related courses;
 - g) Training programmes shall preferably be taken after normal working hours, unless otherwise authorised by the Executive Director.
 - h) Training can take place either locally or overseas.
 - i) Approval for employee training shall depend on availability of funds.

12. HEALTH INSURANCE

- a. INDEPTH shall provide health insurance coverage for all employees and their approved dependants with a reliable service provider.
- b. Until a service provider is identified and a contract signed, INDEPTH shall operate an employer health fund from which health expenses of employees that are approved by the Executive Director are re-imbursed.
- c. Coverage will depend on a list of dependants for each staff member approved by the Executive Director.

13. Salary Advance:

- a. INDEPTH may grant a salary advance equivalent to one month salary to an employee who has worked with INDEPTH for at least one full year and deduct same from the salary of the employee over a stated period of time.
- b. INDEPTH may also grant an interest free loan to an employee and deduct same from the salary of the employee over a stated period of time.
- c. An interest free loan shall be repaid before the close of the financial year during which the loan was secured.
- d. The interest free loan granted to an employee shall not exceed 30% of his/her annual salary.
- e. A salary advance or an interest free loan shall be approved by the Executive Director, and must be settled within the financial year that it was approved.

14. Social Events

- a) From time to time, INDEPTH will organise social events to encourage Staff to

- interact on informal basis.
- b) Attendance is at the discretion of Staff.
 - c) However, all Staff are encouraged to attend social events organised as part of INDEPTH's workshops and meetings, especially those held in Accra.

15. Newcomers to INDEPTH

- a) A newly appointed INDEPTH Staff will be offered an orientation programme by senior members of staff and/or by the Administrative Manager.
- b) INDEPTH shall assign a “buddy” to assist the newcomer, especially an internationally recruited non-Ghanaian employee, to settle in and understand the INDEPTH culture and office procedures.

16. Visitors to INDEPTH

- a) All schedule officers shall advise the Administrative Manager of visitors expected from overseas and provide him/her with relevant supporting documents in advance to enable processing of visas on time.
- b) Other arrangements such as accommodation, airport pick up, transfers and drop off, needed with respect to visitors shall also be advised on time.

INDEPTH Network

Administrative Manual Version: 1 January 2018

This version of the Administrative Manual shall be effective 1 January 2018 for 5-year period. It may be, however, reviewed from time to time on the recommendation of the Board of Trustees.

I, the undersigned, hereby indicate that I have read and fully understood the INDEPTH Administrative Manual.

I also understand that it regulates my employment at INDEPTH.

Name:

Position:

Signature:

Date:

After signing, please return to the Administrative Manager.